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U.S. Navy Dept.

Classification, can
supervisors find answers...

[Washington]

[1944]

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CLASSIFICATION

can supervisors
find answers
to it?

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CLASSIFICATION

can supervisors find answers to it?

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Wage Administration and Classification Branch • Division of Shore Establishments and Civilian Personnel • Navy Department
Washington, D. C. • June 1944. Revised September 1944.

FOREWORD

As a supervisor in the Navy Department, you are concerned with Position Classification. In the Federal service, positions are classified, by law, according to their duties and responsibilities, so that all *like* positions are treated *alike* for purposes of recruiting, pay, promotion, transfer, and reduction in force. The effects of consistent and accurate classification on the morale of your working force, and on the confidence of your subordinates in obtaining fair and equal treatment, are clear. And, in turn, your production record, your reputation as a good supervisor, and your peace of mind regarding your work depend in a large measure on the efforts and good will of the people who look to you for leadership and guidance.

This booklet tells the supervisor about position classification, as it op-

erates in the Navy Department. It is intended to explain some of the basic features of the system. It is not a technical treatise, and it is not a "doctor book" for the treatment of individual classification problems. Nor is it a substitute for a training course for classification specialists, in the technique of classification fact-finding, analysis, and evaluation. Rather, it presents to Navy supervisors the background of the system and explains the basic features of the Navy classification plan.

In preparing this booklet for distribution to many thousands of Navy supervisors, it was decided that maximum value would be obtained if it were gauged to the relatively new supervisor, who is not familiar with Position Classification. The indulgence of those already familiar with the system is therefore requested.

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can supervisors find answers to it?

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Why are positions CLASSIFIED?



Positions are classified for the same reason that other things that have to be managed are classified—books, hardware, airplanes, any large collection of things that are alike in some respects but different in others.

It would be poor management to try to operate a store or a library, for example, if all the items were piled together and all mixed up.

One of the first things a store manager must do is to sort out his stock, and put a label and price on each type of item. All like items are then placed in the same bin. Otherwise confusion and mistakes are made, and delay results. Sorting his stock enables the manager to set a standard price for all items of the same kind, size, and quality grade. By treating the items as a group, rather than as

individual items, the manager can make his work easier, give better service, and save operating costs, besides treating his customers equally.

The same thing is true in the management of personnel.

Many positions are so alike that they can be treated as groups, rather than individually. By grouping or "classifying" positions, it becomes possible to:

(1) *Recruit a number of people to do like work thru one test.* If the work is the same, in several positions, it will require the same qualifications, and the applicants can be tested at the same time and thru the same test. If this is done, the candidates can be ranked in the order of their qualifications, with the best on top. It also enables the manager to have a list of qualified people in reserve, so that he

will not have to take the first candidate who comes along, no matter how unqualified he may be, if more help is needed.

This is important in peace time. It is much more important in wartime, when manpower cannot be wasted thru unplanned and hit-or-miss recruiting, which leads to misfits on jobs, failures, turnover, discontent, floating from job to job, and waste of supervisors' time and energy.

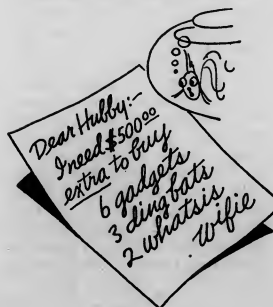
By classifying positions, the manager can:

(2) *Estimate his budget needs on the basis of a common denominator.* Without work titles or ratings which have a definite meaning the Congress and the budget agency cannot really know what they are providing money for when they allot funds for personal services. In a large organization, it is impossible for any one administrator or supervisor to know much about all the positions from personal knowledge. Good management and fairness require that there be an accurate record of each position, that the positions be grouped together in an orderly fashion, and that the groups or classes be labeled with titles which tell the kind of work and its relative value. For example, "Mechanical Engineer, Grade 4."

Estimates based on meaningless or inaccurate titles are mere guesses.

By classifying positions, the manager can:

(3) *Give equal pay for equal work.*



To avoid paying some employees less than their work is worth as compared with the work of others, it is necessary to measure each position to determine how difficult and responsible it is. When this is done, positions that are equal in difficulty and responsibility can be put in the same pay grade.

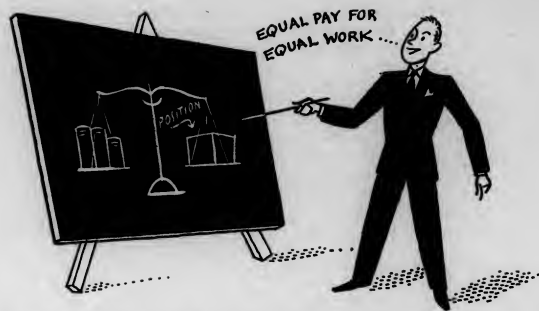
By classifying positions, the manager can:

(4) *Establish lines of promotion and transfer.* Unless positions are



systematically brought together in classes and labeled by descriptive titles in an orderly title system, it is impossible to know what promotion and transfer opportunities exist in an organization.

When vacant positions carry meaningful classification titles, it is apparent at once that it would be possible to promote or transfer employees already working in the organization and doing work sufficiently like the work of the vacant position to insure that a promotion or transfer is advisable. Filling positions by promotion and transfer stimulates morale, utilizes existing skills, and saves recruiting costs.



How the Federal Classification System came about

The Federal Classification System is the product of over 100 years of searching for a system of fair and business-like treatment for Federal employees and supervisors.

It is based upon fundamental principles of human nature involved in the relations of employees with each other and with their supervisors.

First:

Employees who work side by side at the same duties want the same pay for their efforts.

Second:

Some supervisors who are primarily interested in doing a good production job are inclined to be less concerned with observing the principle of equal pay for equal work than they are in recruiting and retaining the best staffs they can obtain for their own units of the organization.

Since they all want the best people, and since there are not enough best people to go around, a Code of Fair Competition among supervisors is needed.

If some employees are paid more than others for equal work, it will cause feelings of injustice, resentment, and discontent, among the employees in the same unit or in other units, which will result in not only lowered morale, but in resignations, and in bad feeling toward the "favored" employees.

"Morale" is the force which inspires a group of people to do their best work. It is found in every winning football team, every successful military or political organization and business firm.

Unequal Pay Poisons Morale

This fundamental truth has been recognized by the Congress of the United States.

"In determining the rate of pay which an employee shall receive, the principle of equal pay for equal work, irrespective of sex, shall be followed."

—The Classification Act of 1923.

And by the War Labor Board

"In our opinion there is no single factor in the whole field of labor relations that does more to break down morale, create individual dissatisfaction, encourage absenteeism, increase labor turnover, and hamper production than obviously unjust inequalities in the wage rates paid to different individuals in the same labor group within the same plant."

—Statement issued March 3, 1943.

Not only the employees, but the supervisor needs a system of equal pay for equal work. Every supervisor wants the best subordinates he can get.

In private business, it is considered

economical management to hire the best talent available.

Accordingly, each business man competes with others for the best employees; if necessary, each one will offer the highest wage he can afford, within the limits of what the work is worth to him.

He will not pay more than the work is worth for he would lose money—His money.

In the Government Service, on the other hand, supervisors are not using their own money, but *that of the United States Government*.

Being human, and wanting the best people, supervisors as a rule, do not hesitate to offer the government's money liberally.

Unrestrained, this unavoidably results in inflation of rates, pirating of employees, instability, and confusion—and the most unscrupulous supervisor sets the pace for the others.

Many years ago, supervisors demanded protection from such conditions, and this demand found expression in law. It was provided by the Congress that the value of positions would be determined by an impartial central agency, acting on facts supplied by employees and supervisors.

It was provided also that the grade value of a position would be decided on the sole basis of the *duties* performed and *responsibilities* exercised by the employees, and *not* on the basis of other considerations, such as—

- (1) Amount of work done.
- (2) Size of the employee's family.
- (3) Sex.
- (4) Seniority, or length of service.



(5) Relative efficiency.

(6) Unusual qualifications of an incumbent of a position.

(7) Shortage of allotted funds.

(8) Overtime.

(9) Scarcity of available new employees.

It was recognized by Congress, upon the advice of experienced personnel people and administrators, that these matters would be better treated through other means than boosting the pay of a few individuals above that of the whole group of employees doing work of equal difficulty and responsibility.

For example, differences in the amount of work to be done should be taken care of through assignment of the right number of people to a unit. Since the volume of work of a unit might change constantly, it is better to adjust the number of people assigned to the unit, and not to adjust the value of the positions and promote or demote the employees each time the volume of work changed.

It was provided by the Congress that differences in the length of service or efficiency of employees should be recognized through salary increases within the range of pay of a class.

For example, Positions in Grade One of the Professional Service have a pay range of \$600, with six equal steps of \$100 each, which can be used for efficiency or length of service step increases.

The Congress has provided by separate laws that Federal employees may be paid for overtime work.

For employees who are qualified for higher grade work than they are doing, it is assumed that the remedy for such a situation lies in putting the employee in a higher grade position, not in paying him more for skills which he does not use.

Similarly, the Congress did not consider that a scarcity of qualified employees could be remedied by paying new recruits more than employees who are doing work of the same class. In

flating the pay rate for some and not for others would unavoidably result in uncertainty and confusion, and would encourage "shopping around," turnover, loss of time from production, and discontent among employees. The remedy was considered to lie in better recruiting, and utilization of idle skill, training, reorganization of work, and other means. It was recognized that raising pay rates above the "ceiling" does not create any skill. It helps to fill positions only by taking employees away from other supervisors or agen-



cles. In many situations it is a comparatively simple matter to put unused talent to work through promotion or transfer of present staff, to create skills through training, or to eliminate unnecessary work, than it is to recruit, orient, train, and adjust the kind of employees that are available in a poor market.

It is human nature to take the easiest way out of a problem. Many supervisors tend to try to solve all of their management problems through giving more pay. The better ones know that raising pay will solve only some of the personnel problems. Lasting solutions for other problems must come through better leadership and guidance, planning, inspiration, fair treatment, training, and the provision of opportunities for personal improvement.

The classification system does not hinder such good supervision. Rather it assists it, by encouraging supervisors to delegate work and by offering an incentive to employees to do higher grade work.

In addition, by requiring a written statement of facts as to what each employee does and what his relationships are with other employees, it

causes the supervisor to clarify the responsibility of each employee and supervisor. This tends to eliminate misunderstanding, gives the employee a definite idea of what is expected of him and serves as a basis for analyzing and improving organization.

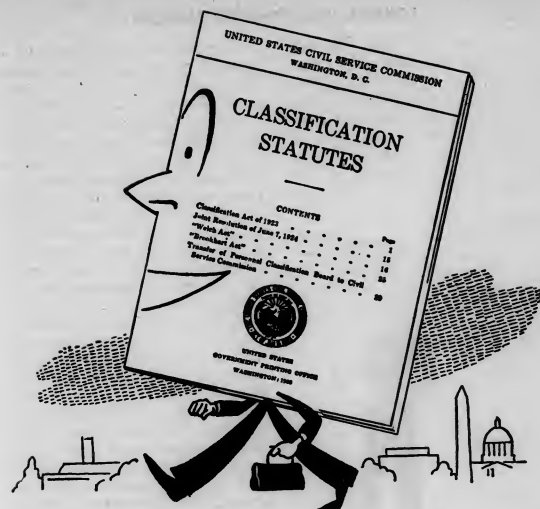
The time spent by the employee and the supervisor in writing down their duties and responsibilities and agreeing on exactly *who* is to do *what* is one of the most profitable investments of time that they can make. Few aspects of supervision are more commonly neglected in every day practice. When the proper classification procedure is followed, it is possible not only to provide the facts needed for correct classification but also to eliminate misunderstanding arising from failure to agree on what is expected of employees.

The position description serves as a voucher for the payment of salaries, and the supervisor who signs a document of this kind assumes responsibility for its accuracy. Misrepresentation leading to misappropriation of funds constitutes a fraud just as it does with travel or other fiscal transactions. This is a responsibility of the supervisor and cannot be placed on the classifier.

It is not for an individual supervisor to decide that Federal pay rates are too low or too high. The Federal Classification Plan, and the laws relating to overtime and salary increases within grades, represent the policy of the Congress of the United States. The Congress retains to itself alone the authority to change the existing laws and the basic pay rates. Since 1923 it has changed the laws and the pay rates several times when sufficient need for so doing has been demonstrated.

At the present time existing laws do not allow pay differentials based on local wage structures, and the Classification Act Salary Schedules must be applied throughout the country as specified in the act.

HOW DO THE
POSITIONS FIT
TOGETHER?



How the Classification System operates

Position classification has been used as an essential part of management in the United States for over 30 years.

Today it is being used in most States, in the larger cities, in the Federal Governments of the United States and Canada and in many of the better managed larger private businesses.

Through the years many improvements in method and procedure have been developed through the experience of many classification specialists and administrators.

To achieve the most consistent evaluations of positions, with the lowest expenditure of time and effort, the following procedures have been developed and proven in practice, with consistent success:

(1) The employee who does the work and knows it best, describes it in writing, to furnish the facts necessary to an evaluation.

(2) The supervisor, who knows the work plans and procedures, and the relationships of all the positions in the unit, adds to the description to complete the picture.

(3) An impartial trained analyst, who is familiar with classification standards and values, and with other positions, and who is skilled in fact finding and evaluation, analyzes the description, obtains supplementary information if necessary, and classifies the position, by measuring it against the standards.

COMMON QUESTIONS AND ANSWERS

1. Q. Would it not save time and provide better descriptions if the classifier were to describe the work after studying the organization and talking with the employee and supervisor instead of having the employee describe his work and having the supervisor review and comment on the description?



A. No. Interviewing is a slow, costly method of obtaining facts. It requires two persons' time rather than one. Many employees do not express themselves well when questioned in this way and are likely to be nervous or excited in such a situation. On the other hand, the written form gives them a chance to concentrate without outside distraction and gives the supervisor the chance to add to or comment on the description.

Interviews are sometimes necessary for verifying, clarifying, and amplifying descriptions, but 80 percent of the position facts do not require such discussion.

The written description serves as the record required by law as a basis for salary payments, and no other description is necessary.

2. Q. How can the classifier, as a stranger to the unit, know enough about special types of work to determine the relative value of positions?

A. The classifier's problem is to determine (a) the kind and (b) the level of work of a position. "Kind" of work is determined according to the operations performed and processes used, and the basic field of knowledge and the degree of specialization involved in the work. Each kind of work, with proper subdivisions, has been defined, and appropriate titles have been established; e. g., Electrical Engineer, or Clothing Inspector. The determination as to the proper kind of work is arrived at by analysis in terms of the definitions, which cover the entire Federal service.

The evaluation of positions to determine the proper level or grade is based on factors which make work difficult and responsible regardless of the kind of work. Every position has a certain amount of each element; e. g., Variety of duties and skills and knowledges required, originality of thinking, control by supervisors, authority to make decisions and commitments, guide lines, nature of person-to-person relationships, nature of the control of the work of others, and the number and levels of positions supervised. The classifier

WHEN YOU TWO DECIDE,
I'LL WEIGH IT



analyzes each position from the standpoint of these factors and evaluates it according to the standard values. It is not necessary that the classifier be a stenographer to evaluate these elements in stenographic work, or a chemist to appraise research chemistry by the same process. The technique of appraising positions is one requiring special training and experience, and knowledge of the lessons of experience in classification work, evaluation standards, and the effects of classification actions on other administrative operations.

3. Q. Is it the position that is classified or the person who does the work?

A. The position. The work to be done, and employee doing the work must be carefully distinguished. The position of a messenger is of the same nature and value, regardless of the fact that the employee may be trained as an attorney, a sewer digger, a bacteriologist, or an airplane pilot.

Differences in the efficiency or ability of persons doing work of the same grade of difficulty and responsibility can be recognized by the granting of salary increases within the pay range determined by the classification of the duties. That is, if the classification appraisal leads to the conclusion that the difficulty and responsibility of the work meet the standard for grade CAF-5, the range of pay of \$2,000 to \$2,600 is to be used. This means that no matter who does the work, he will be paid at least \$2,000 and never more than \$2,600, for that particular work (exclusive of overtime pay). A higher range would apply if the work became sufficiently more difficult or responsible to warrant a higher grade evaluation. Improvement in efficiency in the performance of the same CAF-5 grade work may be recognized in salary increases from step to step within the CAF-5 ranges; i. e., \$2,000, \$2,100, \$2,200, \$2,300, \$2,400, \$2,500, \$2,600. According to current Federal laws, salary increases may be granted from step to step within pay ranges on two

conditions. 1. The employee must have served 18 months (in positions paid less than \$3,900). 2. The employee must have an efficiency rating of "good," "very good," or "excellent" ("very good" or "excellent" if the salary exceeds the middle of the range). An extra step increase may be granted within the same time period for "especially meritorious service," a degree of service of outstanding character, and over and above "excellent" service.

The classification system is based on the idea that the work itself is the basic thing to be considered in planning, budgeting, recruiting, pay, and reduction in force. As the work changes, adjustments must be made in the number and type of people needed, and the value of their services. A position is a segment of work consisting of duties to be performed and responsibility to be exercised. If the duties and responsibilities assigned to a person should undergo a substantial change the questions arise as to whether the person should remain on that work, and whether the payment made to the employee for that particular work should stay the same. When a position increases in difficulty and responsibility, it calls for higher grade knowledge and skill and deserves higher grade pay. When, on the other hand, the substance of the position is lost due to reorganization, simplified methods and procedure, or contraction of operations, it does not require such high grade talents and is not worth as much. Furthermore, it is not to the interests of the organization to have skill unused in the face of a critical labor shortage; nor to the interests of the employee to be "riding a dead horse," when real opportunities for personal development and service to the organization exist. A classification survey reveals instances of increased or diminished responsibility. By pointing out these instances, classification makes it possible to correct them.

How positions are evaluated



Positions are evaluated by measuring the amount of difficulty and responsibility which they contain.

In order to measure positions fairly, certain common denominators have been recognized. All positions have these elements in greater or lesser degree.



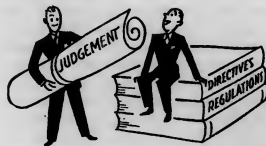
1. Variety

Some positions involve but one task and require only one basic skill or knowledge. Others have a variety of work which demands a larger number or a more advanced degree of skills and knowledges.



2. Supervisory Control From Above

Some positions are closely supervised as to the assignment and review of work, others operate more independently, and in this respect, are worth more.



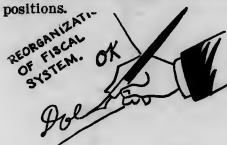
3. Individual Judgment and Guide Lines

In some positions, procedures and precedents have been so clearly laid out that the employee faces few problems in his work that have not been solved for him. Other positions are not so cut-and-dried, and are therefore more difficult.



4. Originality of Thinking

Some positions require that new ways of doing things be developed. This creative factor is often found in high degree in artistic and scientific positions.



5. Commitments

Some work involves making decisions which commit the organization to a certain course of action. This element of responsibility distinguishes executive positions, for example.



6. Person-to-Person Relationships

The responsibility for obtaining cooperation from other people on matters involving conflicting interests is a factor which is present in many positions, and the value of such work is measured largely on this element.



7. Nature of the Control of the Work of Others

In supervisory positions there are wide differences in what the super-

vision actually amounts to. Some include such work as assigning and reviewing the work of subordinates, giving instructions and advice, training, checking on progress, and taking disciplinary action. Others involve only serving as a straw boss.



8. Number and Level of Positions Supervised

Other factors being present in equal amount, a position involving responsibility for 50 people doing work of complex character has a higher value than one which is responsible for the production of 2 or 3 people engaged in relatively simple tasks.

Among the thousands of positions in a large organization there will be some positions which contain one of these factors in a high degree, others will have a considerable amount of several of them, and a few will have all of them to a high degree.

It is the responsibility of the classifier to measure the difficulty and responsibility of the positions. This measurement is based on facts furnished by employees and supervisors, supplemented by first-hand observation, when necessary. Each Navy classifier has been given intensive training in the technique of position evaluation and in recognizing the characteristics of various classes of work.

For most kinds of work, these characteristics have been established on the basis of classification experience of many years. For new or unusual kinds of work, the character-

istics which distinguish the levels or grades of work are based on analysis along the lines of eight basic factors, after consultation with experts in the subject field. While it is natural for supervisors to feel that they are the best judges of the factors which should be used as a basis for the evaluation of positions under their supervision,

experience has shown that the impartiality and uniformity so essential to achieving equal pay for equal work are better obtained through consultation with selected people who are especially well qualified through experience in their own subject fields and their understanding of the classification problem.

TAKE MORE RESPONSIBILITIES
AND THE CLASSIFICATION
OF YOUR POSITION
WILL BE RAISED!



How Can a Supervisor Use the Classification System to Best Advantage?

The supervisor is interested in position classification in different ways. In the first place the quality of new recruits for his unit will depend in part on what can be offered as to pay.

Secondly, the morale of his working force depends to a great extent on the fairness of the pay relationships among the employees in the unit. Employees are very sensitive to what they are paid. To give one employee the pay of a higher grade than his work is worth will inevitably cause resentment and discontent among others.

Some will grumble, some will slow up in their efforts, and others will quit and go elsewhere. All will feel that the action was taken through favoritism, or due to pressure on a weak supervisor. Some will demand the same treatment.

Several courses are open to the supervisor who wants to help his subordinates obtain more money for the work they do, without upsetting morale, pirating help, starting an inflationary movement, or hoarding un-used skill.

He can merely grumble about the "Government red tape" and complain about the system and how it operates. To date, no problems have been solved by this means.

He can take the cynical attitude that pressure from those in administrative authority is effective. Sometimes he may succeed in enlisting the aid of high-ranking officials in pushing a case which will not stand up on its own merits. Such situations make it difficult to operate the system on a fair basis and often the only result is the discrediting of the supervisor as a "chiseler," which compels the classifier to be especially cautious in passing on actions in that particular supervisor's unit. This leads to delays, investigations, and conservative evaluations.

If successful in forcing thru a classification action that is not warranted, the supervisor has obtained "a bad apple in the barrel."

In a large organization, such as the Navy Department, it would clearly be impossible to operate a pay system on the basis of pressure from officials if for no other reason than the fact that giving in to such pressure would stimulate more of the same thing until those in charge would find time for nothing else.

He can misrepresent the facts, despite the statutes which relate to the falsification of Government reports and records. While prosecutions for such actions are infrequent, the supervisor accomplishes little by such tactics. He discredits himself and his word, and causes his good cases to be discounted along with the bad ones.



On the other hand, the supervisor who establishes a reputation for honest dealing, has his statements accepted at face value. His cases receive prompt service and the benefit of any doubt, interviewing is kept to a minimum, and in addition he does not have the headaches which result from unequal pay for similar work.

On the other hand, there are several ways in which the supervisor can legitimately obtain more money for his subordinates, without hurting other supervisors, his own employees' best interests, or the organization as a whole.

1. The supervisor can sometimes increase the value of his subordinates' positions by delegating more responsibility or adding more duties. This is the easiest way to solve an individual pay problem and does more than merely raise the pay of a subordinate. It speeds up production, makes the work more interesting for the subordinate, utilizes idle or potential talent, and gives the supervisor more time for his more important duties.

To insure that work has been delegated as much as it is practicable to



do so, it is advisable that the supervisor consider every task that each subordinate has and determine whether each task might be delegated to the next person down the line. In many cases the delegation of work may be substantial enough to warrant a higher classification for the position.

2. Delegating work will not work with "blind alley" jobs. In such cases, the only way for the employee to do higher grade work is to be transferred to an entirely different position, perhaps even to another unit. This means losing the employee, but it has its advantages. No supervisor wants to stand in an employee's way and refuse to let him make the most of an opportunity to improve himself. Also, when an employee leaves a unit for bigger opportunities he usually leaves a fairly high place in the unit, to which an employee can be promoted from within the unit. This promotion will leave a vacancy which will provide an opportunity for a third promotion. Thus a chain of promotions may result.

From letting an employee go in many cases production will increase rather than lessen because of the stimulation which the assignment of new responsibilities has for the others. Potential skills are put to use, by this method, and the recruiting problem of other supervisors and of the organiza-

tion as a whole is made lighter by a "nonhoarding" policy.

3. The supervisor can see that the duties and responsibilities are properly presented to the classifiers.

Many supervisors, not being trained classifiers, do not know the Federal standards, nor what are considered significant factors of difficulty and responsibility in particular occupations.

To help the employees and supervisors prepare position descriptions which include all important classification facts, the Navy Department has drawn up special lists of specific questions which relate directly to different fields of work. For example, there is a list for architects, another for typists, one for safety engineers, and there are others. More are being prepared. In the case of positions in fields for which such special lists have not yet been prepared, as in the case of smaller series of positions, considerable assistance will be obtained from following the factor item given on the Position Description Form Navexos-66.

There is no particular style or standard language or "magic words" which a position description must have. All that is required is a clear statement in everyday language describing what the employee does. This statement should contain specific facts. Conclusions or generalizations have no value in providing a basis for evaluation, and should be omitted.



Tips to supervisors on Classification

1. Have the facts ready before the classifier comes to see you. Do not be content with answering his questions. Try analyzing the duties yourself to determine the difficulties and responsibilities in the job, and be sure the classifier understands these features.

2. Avoid criticizing the classification system when talking with the classifier. He can't change it. It is a waste of his time and of your opportunity to stress the difficult features of the work.

3. If the facts have all been presented and clearly understood before the decision is made, accept it in good grace. In this way you will maintain good will, and receive the benefit of any doubt that may exist.

4. Do not initiate an action for a change of classification unless you can show substantial grounds for a change, on the basis of the work itself. You will only demonstrate your own lack of sound judgment, and are likely to establish a reputation for taking a "flyer" on anything.

5. Do not make promises of "higher grades" to employees. Wait until you have had the position evaluated. Then if the higher classification is not ap-

proved, you will have no problem of disappointment on your hands.

6. Be sure the remedy for the personnel problem lies in classification before you start such an action. Raising pay will not cure all situations. Consider other alternatives, such as personal recognition, change of assignment, placement in another job, or transfer to another supervisor.

7. In presenting a case, do not talk about what private industry pays, how efficient and loyal the worker is, how much he needs the money, how well equipped he is, or how much overtime he puts in. The classifier is not allowed to consider these things, and it makes it look as if you do not have a sound case on grounds of difficulty and responsibility.

8. Since classifications may be adjusted at any time, report any substantial change in duties, so that the worker who is really doing more responsible or difficult work receives what he earns.

9. Avoid using "canned" phrases in describing a job. State the duties in simple everyday language and give enough detail to show a clear picture of the work and what it requires.

SUMMARY

A. The classification system when properly used, benefits employees and supervisors in these ways:

1. It makes for equal pay for equal work and insures that each employee is paid according to the difficulty and responsibility of his work.

2. It restrains unfair competition and discourages pilrating of help.

3. It stabilizes the labor market, and eliminates "shopping" around" by employees, constant shifting and floating, and loss of time and experience.

4. It clarifies duties and responsibility relationships among employees and parts of the organization, and reduces misunderstanding.

5. It provides a basis for letting employees know what they are expected to do, and *who does what*.

6. It provides budgeting and fiscal planning with a common denominator of work values.

7. It provides a definite target for recruiting specific work qualifications to perform specific duties.

8. It facilitates a logical system of transfers and promotions.

9. It prevents waste of money thru the payment of unearned bonuses.

B. The supervisor can use the system to best advantage by—

1. Delegating work.

2. Transferring employees from blind alley jobs.

3. Making sure that positions are properly described to indicate all significant elements of difficulty and responsibility.

For Those Who Want to Read More

1. Facts and Fallacies About Position Classification. By Ismar Baruch. Published by Civil Service Assembly.
2. History of Position Classification and Salary Standardization in the Federal Service—Ismar Baruch. P. C. D. Manual No. A-2. U. S. Civil Service Commission.
3. Position Classification in the Public

Service—Civil Service Assembly, Chicago, 1942.

4. Classification Statutes—U. S. Civil Service Commission. U. S. Government Printing Office, Washington, D. C.
5. Reference Manual of Decisions of the Comptroller General on the Classification Act of 1923, as amended. P. C. D. Manual No. A-4. U. S. Civil Service Commission.

PAY SCALES UNDER THE CLASSIFICATION ACT OF 1923, AS AMENDED

Service and grade		Salary steps within grade					
EPC	SP/CAF	P	Beginning	Middle			Top
1	2		\$770	\$780	\$790	\$800	\$810
2	3		810	820	830	840	850
3	4		850	860	870	880	890
4	5		890	900	910	920	930
5	6		930	940	950	960	970
6	7		970	980	990	1000	1010
7	8		1010	1020	1030	1040	1050
8	9		1050	1060	1070	1080	1090
9	10		1090	1100	1110	1120	1130
10	11		1130	1140	1150	1160	1170
11	12		1170	1180	1190	1200	1210
12	13		1210	1220	1230	1240	1250
13	14		1250	1260	1270	1280	1290
14	15		1290	1300	1310	1320	1330
15	16		1330	1340	1350	1360	1370
16	17		1370	1380	1390	1400	1410
17	18		1410	1420	1430	1440	1450
18	19		1450	1460	1470	1480	1490
19	20		1490	1500	1510	1520	1530
20	21		1530	1540	1550	1560	1570
21	22		1570	1580	1590	1600	1610
22	23		1610	1620	1630	1640	1650
23	24		1650	1660	1670	1680	1690
24	25		1690	1700	1710	1720	1730
25	26		1730	1740	1750	1760	1770
26	27		1770	1780	1790	1800	1810
27	28		1810	1820	1830	1840	1850
28	29		1850	1860	1870	1880	1890
29	30		1890	1900	1910	1920	1930
30	31		1930	1940	1950	1960	1970
31	32		1970	1980	1990	2000	2010
32	33		2010	2020	2030	2040	2050
33	34		2050	2060	2070	2080	2090
34	35		2090	2100	2110	2120	2130
35	36		2130	2140	2150	2160	2170
36	37		2170	2180	2190	2200	2210
37	38		2210	2220	2230	2240	2250
38	39		2250	2260	2270	2280	2290
39	40		2290	2300	2310	2320	2330
40	41		2330	2340	2350	2360	2370
41	42		2370	2380	2390	2400	2410
42	43		2410	2420	2430	2440	2450
43	44		2450	2460	2470	2480	2490
44	45		2490	2500	2510	2520	2530
45	46		2530	2540	2550	2560	2570
46	47		2570	2580	2590	2600	2610
47	48		2610	2620	2630	2640	2650
48	49		2650	2660	2670	2680	2690
49	50		2690	2700	2710	2720	2730
50	51		2730	2740	2750	2760	2770
51	52		2770	2780	2790	2800	2810
52	53		2810	2820	2830	2840	2850
53	54		2850	2860	2870	2880	2890
54	55		2890	2900	2910	2920	2930
55	56		2930	2940	2950	2960	2970
56	57		2970	2980	2990	3000	3010
57	58		3010	3020	3030	3040	3050
58	59		3050	3060	3070	3080	3090
59	60		3090	3100	3110	3120	3130
60	61		3130	3140	3150	3160	3170
61	62		3170	3180	3190	3200	3210
62	63		3210	3220	3230	3240	3250
63	64		3250	3260	3270	3280	3290
64	65		3290	3300	3310	3320	3330
65	66		3330	3340	3350	3360	3370
66	67		3370	3380	3390	3400	3410
67	68		3410	3420	3430	3440	3450
68	69		3450	3460	3470	3480	3490
69	70		3490	3500	3510	3520	3530
70	71		3530	3540	3550	3560	3570
71	72		3570	3580	3590	3600	3610
72	73		3610	3620	3630	3640	3650
73	74		3650	3660	3670	3680	3690
74	75		3690	3700	3710	3720	3730
75	76		3730	3740	3750	3760	3770
76	77		3770	3780	3790	3800	3810
77	78		3810	3820	3830	3840	3850
78	79		3850	3860	3870	3880	3890
79	80		3890	3900	3910	3920	3930
80	81		3930	3940	3950	3960	3970
81	82		3970	3980	3990	4000	4010
82	83		4010	4020	4030	4040	4050
83	84		4050	4060	4070	4080	4090
84	85		4090	4100	4110	4120	4130
85	86		4130	4140	4150	4160	4170
86	87		4170	4180	4190	4200	4210
87	88		4210	4220	4230	4240	4250
88	89		4250	4260	4270	4280	4290
89	90		4290	4300	4310	4320	4330
90	91		4330	4340	4350	4360	4370
91	92		4370	4380	4390	4400	4410
92	93		4410	4420	4430	4440	4450
93	94		4450	4460	4470	4480	4490
94	95		4490	4500	4510	4520	4530
95	96		4530	4540	4550	4560	4570
96	97		4570	4580	4590	4600	4610
97	98		4610	4620	4630	4640	4650
98	99		4650	4660	4670	4680	4690
99	100		4690	4700	4710	4720	4730

Continued on next page

U. S. GOVERNMENT PRINTING OFFICE: 1944

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PAY SCALES UNDER THE CLASSIFICATION ACT OF 1923, AS AMENDED

Service and grade					Salary steps within grade				
CPC	SP	CAF	P		Beginning	Middle			Top
1					\$720	\$780	\$840	\$900	\$960
2					1,200	1,260	1,320	1,380	1,440
3					1,320	1,380	1,440	1,500	1,560
4					1,440	1,500	1,560	1,620	1,680
5					1,560	1,620	1,680	1,740	1,800
6					1,680	1,740	1,800	1,860	1,920
7					1,800	1,860	1,920	1,980	2,040
8					1,920	1,980	2,040	2,100	2,160
9					2,040	2,100	2,160	2,220	2,280
10					2,160	2,220	2,280	2,340	2,400
11					2,280	2,340	2,400	2,460	2,520
12					2,400	2,460	2,520	2,580	2,640
13					2,520	2,580	2,640	2,700	2,760
14					2,640	2,700	2,760	2,820	2,880
15					2,760	2,820	2,880	2,940	3,000
16					2,880	2,940	3,000	3,060	3,120
17					2,940	3,000	3,060	3,120	3,180
18					3,000	3,060	3,120	3,180	3,240
19					3,060	3,120	3,180	3,240	3,300
20					3,120	3,180	3,240	3,300	3,360
21					3,180	3,240	3,300	3,360	3,420
22					3,240	3,300	3,360	3,420	3,480
23					3,300	3,360	3,420	3,480	3,540
24					3,360	3,420	3,480	3,540	3,600
25					3,420	3,480	3,540	3,600	3,660
26					3,480	3,540	3,600	3,660	3,720
27					3,540	3,600	3,660	3,720	3,780
28					3,600	3,660	3,720	3,780	3,840
29					3,660	3,720	3,780	3,840	3,900
30					3,720	3,780	3,840	3,900	3,960
31					3,780	3,840	3,900	3,960	4,020
32					3,840	3,900	3,960	4,020	4,080
33					3,900	3,960	4,020	4,080	4,140
34					3,960	4,020	4,080	4,140	4,200
35					4,020	4,080	4,140	4,200	4,260
36					4,080	4,140	4,200	4,260	4,320
37					4,140	4,200	4,260	4,320	4,380
38					4,200	4,260	4,320	4,380	4,440
39					4,260	4,320	4,380	4,440	4,500
40					4,320	4,380	4,440	4,500	4,560
41					4,380	4,440	4,500	4,560	4,620
42					4,440	4,500	4,560	4,620	4,680
43					4,500	4,560	4,620	4,680	4,740
44					4,560	4,620	4,680	4,740	4,800
45					4,620	4,680	4,740	4,800	4,860
46					4,680	4,740	4,800	4,860	4,920
47					4,740	4,800	4,860	4,920	4,980
48					4,800	4,860	4,920	4,980	5,040
49					4,860	4,920	4,980	5,040	5,100
50					4,920	4,980	5,040	5,100	5,160
51					4,980	5,040	5,100	5,160	5,220
52					5,040	5,100	5,160	5,220	5,280
53					5,100	5,160	5,220	5,280	5,340
54					5,160	5,220	5,280	5,340	5,400
55					5,220	5,280	5,340	5,400	5,460
56					5,280	5,340	5,400	5,460	5,520
57					5,340	5,400	5,460	5,520	5,580
58					5,400	5,460	5,520	5,580	5,640
59					5,460	5,520	5,580	5,640	5,700
60					5,520	5,580	5,640	5,700	5,760
61					5,580	5,640	5,700	5,760	5,820
62					5,640	5,700	5,760	5,820	5,880
63					5,700	5,760	5,820	5,880	5,940
64					5,760	5,820	5,880	5,940	6,000
65					5,820	5,880	5,940	6,000	6,060
66					5,880	5,940	6,000	6,060	6,120
67					5,940	6,000	6,060	6,120	6,180
68					6,000	6,060	6,120	6,180	6,240
69					6,060	6,120	6,180	6,240	6,300
70					6,120	6,180	6,240	6,300	6,360
71					6,180	6,240	6,300	6,360	6,420
72					6,240	6,300	6,360	6,420	6,480
73					6,300	6,360	6,420	6,480	6,540
74					6,360	6,420	6,480	6,540	6,600
75					6,420	6,480	6,540	6,600	6,660
76					6,480	6,540	6,600	6,660	6,720
77					6,540	6,600	6,660	6,720	6,780
78					6,600	6,660	6,720	6,780	6,840
79					6,660	6,720	6,780	6,840	6,900
80					6,720	6,780	6,840	6,900	6,960
81					6,780	6,840	6,900	6,960	7,020
82					6,840	6,900	6,960	7,020	7,080
83					6,900	6,960	7,020	7,080	7,140
84					6,960	7,020	7,080	7,140	7,200
85					7,020	7,080	7,140	7,200	7,260
86					7,080	7,140	7,200	7,260	7,320
87					7,140	7,200	7,260	7,320	7,380
88					7,200	7,260	7,320	7,380	7,440
89					7,260	7,320	7,380	7,440	7,500
90					7,320	7,380	7,440	7,500	7,560
91					7,380	7,440	7,500	7,560	7,620
92					7,440	7,500	7,560	7,620	7,680
93					7,500	7,560	7,620	7,680	7,740
94					7,560	7,620	7,680	7,740	7,800
95					7,620	7,680	7,740	7,800	7,860
96					7,680	7,740	7,800	7,860	7,920
97					7,740	7,800	7,860	7,920	7,980
98					7,800	7,860	7,920	7,980	8,040
99					7,860	7,920	7,980	8,040	8,100
100					7,920	7,980	8,040	8,100	8,160

In excess of \$9,000 by express legislation

CPC=crafts, protective, and custodial service; SP=subprofessional service; CAF=clerical, administrative, and fiscal service; P=professional and scientific service.

26659

**END OF
TITLE**